



Department of Defense DIRECTIVE

NUMBER 1235.10

September 23, 2004

ASD(RA)

SUBJECT: Activation, Mobilization, and Demobilization of the Ready Reserve

- References:
- (a) DoD Directive 1235.10, "Activation, Mobilization, and Demobilization of the Ready Reserve," July 1, 1995 (hereby canceled)
 - (b) Sections 115, 331-335, 10102, 12301, 12302, 12304, and 12406 of title 10, United States Code
 - (c) [DoD Directive 1235.9](#), "Management of the Standby Reserve," February 10, 1998
 - (d) [DoD Directive 1352.1](#), "Management and Mobilization of Regular and Reserve Retired Military Members," March 2, 1990
 - (e) through (h), see enclosure 1

1. REISSUANCE AND PURPOSE

This Directive:

1.1. Reissues reference (a) to update policy and responsibilities for mobilizing the Reserve component (RC).

1.2. Implements those provisions of law that pertain to the call or order of units and individual members of the RC to active duty in support of operational missions and contingency operations, during a national emergency, or in time of war, including war declared by the Congress.

1.3. Establishes policy and assigns responsibilities for:

1.3.1. The calling or ordering to active duty and the managing of the RC during periods when members of the RC serve on active duty under Sections 12301(a), 12301(b), 12302, 12304, or 12406 of reference (b).

1.3.2. The ordering to active duty of RC volunteers under Section 12301(d) of reference (b) in support of operational missions, in contingency operations, during national emergencies, or in time of war, including war declared by the Congress.

1.3.3. Planning, preparing, and executing the mobilization and demobilization of RC units and members serving on active duty in support of operational missions, in contingency operations, during national emergencies, or in time of war.

2. APPLICABILITY AND SCOPE

This Directive applies to:

2.1. The Office of the Secretary of Defense, the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands (COCOMs), the Defense Agencies, the DoD Field Activities, and all other organizational entities in the Department of Defense (hereinafter referred to collectively as the "DoD Components").

2.2. The call or ordering to active duty of all categories of RC members, without the consent of the persons affected, under Sections 12301(a), 12301(b), 12302, 12304, and 331-335 of reference (b).

2.3. This Directive does not apply to the ordering to active duty of Coast Guard Reserve members by the Secretary of Homeland Security.

3. DEFINITIONS

Terms used in this Directive are defined in enclosure 2.

4. POLICY

It is DoD policy that:

4.1. The decision to activate RC forces must be made only after determining that it is both judicious and prudent to do so. The following guidelines shall be used:

4.1.1. The limitations of Sections 12302 and 12304 of reference (b), either in numbers of personnel or period of service, do not apply to individuals or units volunteering for active duty under Section 12301(d) of reference (b).

4.1.2. Members of the Army and the Air National Guard of the United States may not be ordered to active duty under 12301(d) of reference (b) as volunteers without the consent of the Governor or appropriate authority of the State, Territory, or Commonwealth (including the Commonwealth of Puerto Rico), or the District of Columbia, whichever is concerned. Section 12301(f) of reference (b) further states that the consent of a Governor may not be withheld (in whole or in part) regarding active duty outside of the United States, its Territories, and its Possessions, because of any objection to the location, purpose, type, or schedule of such active duty.

4.1.3. Volunteer RC individuals may be activated so long as the readiness of their parent Reserve unit is not degraded below the levels required to meet COCOM requirements unless the Chairman of the Joint Chiefs of Staff determines that the unit shall not be required as a unit or capability for subsequent deployment to other areas of potential crises.

4.1.4. To maximize the use of RC volunteers, Service and COCOM deployment and rotation policies should be as flexible as possible to accommodate the judicious use of Reserve assets.

4.1.5. RC forces shall be employed in a manner that maximizes the utilization of their core capabilities throughout the ordered duration of active service.

4.1.6. RC forces shall only be activated for a period of service equal to the duration of the validated requirement.

4.1.7. Early consideration shall be given to the practical use of alternate workforce sourcing solutions such as active duty forces, DoD civilian personnel, coalition forces, host-nation support, civilian contracted labor, technological solutions, or other means that may be available. Innovative management alternatives, such as using retiree volunteers, civilian auxiliary members (Coast Guard Auxiliary, Civil Air Patrol), and reach-back support shall be applied whenever operationally appropriate.

4.1.8. Ensure that all alternate workforce sourcing solutions have been considered before activating RC forces to backfill deployed Active forces and that the function or capability that the RC unit or individual shall provide is critical in supporting mission needs, member families, and/or the military installation community.

4.1.9. Backfill deployed active medical personnel with RC forces when there are no adequate regional or joint solutions available, when diminished medical staffing might influence the accreditation of the respective medical treatment facility, its outlying clinics, and its key programs, or when the backfill is essential to support

theater medical evacuation plans. Place a greater reliance on the civil sector to give responsive and quality medical care to the patient population.

4.1.10. Members in the Individual Ready Reserve (IRR) and Inactive National Guard (ING) may provide a range of capabilities to support future conflicts and should be considered a viable option. It should be done first with the consent of the member being called to active duty. If there is a need to involuntarily activate a member of the IRR or ING, preference shall be given to those not previously ordered or called.

4.2. When authorized by law under reference (b), or when the President authorizes the Secretary of Defense or the Secretary of Homeland Security to augment the active force under Section 12304 of reference (b), the Secretaries of the Military Departments may order or call members of the RC to active duty without the consent of the members concerned, subject to the following limitations:

4.2.1. The Secretary of Defense shall, upon the advice of the Under Secretary of Defense for Personnel and Readiness (USD(P&R)), in coordination with Chairman of the Joint Chiefs of Staff and within authorized totals prescribed under Sections 12302 and 12304 of reference (b), determine specific limitations on the number of Reserve members ordered to active duty by the Secretaries of the Military Departments concerned, including the Coast Guard when it is operating as a Service in the Department of the Navy.

4.2.2. RC members involuntarily ordered to active duty under Sections 12302 and 12304 of reference (b) or voluntarily ordered to active duty for less than 181 days (or less than 271 days when supporting a COCOM) under Sections 115 and 12301 of reference (b) including members of the National Guard called into Federal service under Section 12406 of reference (b) shall not be included when computing the authorized end strength for members on active duty.

4.2.3. The Secretary of Defense shall establish, within authorized time limits imposed by statute, specific periods of active duty for members of the RC consistent with operational requirements.

4.2.4. A Secretary of a Military Department may release RC members from active duty before completion of the period of service specified by their orders with a coordinated recommendation from the Chairman of the Joint Chiefs of Staff and the supported Combatant Commander. RC members may be ordered back to active duty without their consent to complete the period originally specified and all authorized extensions. Periods of service shall be measured from the date the Reserve member enters active duty as specified in his order. At the discretion of the Secretary of

Defense, time served by RC members under an original order may be credited to the period of active duty established for those members who are ordered to active duty under succeeding orders. Members of the RC activated under one authority of reference (b) may then be subsequently ordered to active duty under another authority of reference (b) during or following the period for which initially activated. They may be ordered to active duty for the full period authorized by each statute, or for a lesser period as specified by the Secretary of Defense.

4.2.5. When possible, consistent with operational requirements, the length of deployments and/or rotations for RC forces shall not exceed the length of deployments and/or rotations for similar Active forces.

4.3. Members of the RC ordered to active duty to supplement the Active forces are also Active Federal forces and may be reassigned once on active duty. They are interchangeable with the Active component for any operational commitment. In accordance with Section 12301(c) of reference (b), "members of units organized and trained to serve as units, who are ordered to that duty without their consent, shall be so ordered with their units" whenever possible.

4.3.1. The Selected Reserve shall receive priority for allocating personnel, training, and equipment over all other RC categories.

4.3.2. Early deploying RC units and individuals, including those activated in support of homeland security, shall have priority over later deploying units.

4.4. The following shall apply to the demobilization of the RC from active duty:

4.4.1. Units and individuals of the Ready Reserve ordered to active duty without their consent shall be kept on active duty no longer than absolutely necessary. They shall be released from active duty as promptly as possible, consistent with operational requirements. Units ordered to active duty as a unit shall be released as a unit whenever practical. This excludes members who must be held on active duty for medical, legal, or other administrative reasons.

4.4.2. Multiple uses of an RC mobilization authority to reactivate RC units or individuals without their consent shall be avoided whenever possible.

4.4.3. RC units and member duty locations shall not be restricted to the location specified by the order to active duty.

4.5. Additional policies governing the activation of the Standby Reserve and the Retired Reserve are found in DoD Directive 1235.9 and DoD Directive 1352.1 (references (c) and (d) respectively).

5. RESPONSIBILITIES

5.1. The Assistant Secretary of Defense for Reserve Affairs (ASD(RA)) is the principal staff assistant and advisor to the Under Secretary of Defense for Personnel and Readiness (USD(P&R)), the Deputy Secretary of Defense, and the Secretary of Defense for all Reserve component matters. The ASD(RA) is responsible for overall supervision of all Reserve component affairs and shall develop policy recommendations, conduct analyses, provide advice, and issue guidance to the DoD Components on matters pertaining to the Reserve components. Specific to this Directive, the ASD(RA) shall enforce policy, programs, and guidance for the activation, mobilization, and demobilization of the RC during periods of national emergency, in time of war, or as otherwise authorized by law, in accordance with DoD Directive 5125.1 (reference (e)).

5.2. The Under Secretary of Defense for Policy (USD(P)) develops policy recommendations concerning the relative roles of all elements of the Total Force in implementing national strategy and advises the Secretary of Defense on national security strategy, defense strategy, resources, forces, and contingency plans in accordance with DoD Directive 5111.1 (reference (f)).

5.3. The Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict, under the USD(P) shall, in coordination with the ASD(RA), develop policy recommendations, programs, and guidance concerning RC Special Operations Forces in accordance with DoD Directive 5111.10 (reference (g)).

5.4. The Under Secretary of Defense (Comptroller) shall notify the Defense Finance and Accounting Service when the Secretary of Defense designates a military operation as a contingency operation, or when a military operation results in RC members being called to, ordered to, or retained on active duty under any authority of reference (b) or any other provision of law during a war or national emergency declared by the President or the Congress.

5.5. The Under Secretary of Defense for Intelligence shall develop policy recommendations, programs, and guidance concerning intelligence matters related to the Ready Reserve.

5.6. The Assistant Secretary of Defense for Networks and Information Integration shall, in coordination with the ASD(RA), develop policy recommendations, programs, and guidance concerning command, control, communications, interoperability, and information matters related to the RC, in accordance with reference (b) and DoD Directive 5137.1 (reference (h)).

5.7. The Assistant Secretary of Defense for Legislative Affairs shall, as required by reference (b), coordinate DoD legislative programs and liaison with the Congress regarding hearings and inquiries regarding specific information on activation, mobilization, and demobilization of the RC.

5.8. The Assistant Secretary of Defense for Public Affairs shall oversee strategic communications and ensure a free flow of information to the news media, other appropriate forums, and the public about activating, mobilizing, and demobilizing RC forces, subject to security and mission constraints.

5.9. The Chairman of the Joint Chiefs of Staff shall:

5.9.1. Advise the Secretary of Defense, after coordination with the USD(P&R), the ASD(RA), the Secretaries of the Military Departments, and the Commanders of the Combatant Commands on the need to augment or expand the Active forces with members of the RC.

5.9.2. Recommend to the Secretary of Defense and the USD(P&R), consistent with the policies, procedures, and limitations established by the Secretary of Defense, the period of service for units and members of the RC ordered to active duty.

5.9.3. Report to the Secretary of Defense and the USD(P&R) the anticipated use of units and members of the RC ordered to active duty, in coordination with the Secretaries of the Military Departments and the Combatant Commanders.

5.9.4. Recommend to the Secretary of Defense that, when members of the Armed Forces are in or may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing military force, the Secretary of Defense designate the operation as a contingency operation.

5.9.5. Ensure Combatant Commanders request capabilities in as much detail as possible without specifying which Service or unit shall provide them. When joint requirements are being sourced, utilize all forces available that can provide the required capabilities. This shall further ensure the sourcing of the RC is judicious and prudent.

5.9.6. Assist the Secretaries of the Military Departments in providing 30 days notice to RC members as stated in subparagraph 5.10.5. by validating and sourcing the requirements early enough to provide the time they need to consistently meet this goal.

5.10. The Secretaries of the Military Departments and the Commandant of the Coast Guard, by agreement with the Secretary of Homeland Security when the Coast Guard is not operating as a Service in the Department of the Navy, shall:

5.10.1. Prepare activation, mobilization, and demobilization plans, including all transition and release plans and all home station procedures for activation, in accordance with this Directive. Periodically review and test these plans to ensure that a capability exists to mobilize Reserve forces and to assimilate them effectively into the Active force, including missions involving Homeland Defense and defense support to civil authorities.

5.10.2. Ensure the existence of systematic procedures for alerting, ordering, or calling members of the RC to active duty and for providing the necessary resources to support such activations. Plans should establish procedures for the activation of RC units and the activation of selected functional capabilities of RC units, as required and where appropriate. Develop procedures to enable the identification, activation, and management of teams or sub-units possessing required functional capabilities.

5.10.3. Ensure procedures for determining the judicious and prudent use of RC forces address the availability of alternate manpower sources and contain systematic procedures for attracting and utilizing volunteers as the desired method to support requirements.

5.10.4. To the extent possible given operational considerations, activate Reserve forces with the consent of the individuals and units being called or ordered to active duty so long as it does not degrade the unit's collective training readiness, disrupt the cohesion of the deploying unit, or degrade the readiness or cohesion of the donor unit below deployable-ready levels.

5.10.5. Maximize the predictable use of RC forces by notifying Reserve members early that they are being considered for activation and by issuing mobilization orders as soon as it is operationally feasible to do so. The goal is to provide orders to the activating members at least 30 days prior to the report date. This goal does not apply to units and individuals that provide capabilities in the early stages of an operation that have procedures in place to deploy in less than 30 days without negatively affecting their families or employers. Ensure the existence of a system to document and track

the timeliness of the issuance of mobilization orders in relation to the date of mobilization.

5.10.6. Enhance the predictable use of Reserve forces by establishing rotational-ready forces and by employing Reserve forces where practical in support of our overseas presence strategy.

5.10.7. Once RC members are notified of a probable or pending activation, be diligent in assisting them to meet readiness standards for activation. Through proactive family support programs and Employer Support of the Guard and Reserve initiatives, provide assistance to the families and employers of alerted RC members to prepare them to meet the challenges of the activation period.

5.10.8. Track RC augmentees and individuals who have been previously involuntarily activated. Ensure plans address recruiting and retention efforts to target the replenishment of stressed capabilities and procedures to reclassify RC members not previously activated to meet the skill sets for predictable requirements of future campaigns.

5.10.9. Maintain an RC force that can respond in the designated timeframe and can sustain its contribution in a protracted operation.

5.10.10. Make ready rotational forces by taking prudent and appropriate actions to provide additional resources, as necessary, to bring Service members and organizations to deployable readiness levels. Appropriate actions include, but are not limited to improving individual and collective training readiness; resolving personnel shortages; cross-leveling equipment; and improving medical, dental, and family readiness.

5.11. The Commanders of the Combatant Commands (COCOMs), in coordination with the Chairman of the Joint Chiefs of Staff, shall ensure requirements for RC forces are identified in operational plans and as early as is operationally feasible in non-contingency operations in order to enhance the predictable use of Reserve forces. RC requirements should be fully coordinated with the Military Departments, the COCOM Commander to which the RC unit is assigned, the Joint Staff, and the USD(P&R). During crisis action planning and execution, the supported Combatant Commanders shall validate all (including RC) force requirements, except for those forces expected to remain under the authority, direction, and control of other DoD Components and shall:

5.11.1. Ensure, when validating all force requirements, that the use of military manpower is judicious and prudent, and the feasibility of meeting the requirement with

alternate manpower sources has been considered. Requirements for RC forces shall be revalidated during the staffing and approval of each Chairman of the Joint Chiefs of Staff -directed operational plan.

5.11.2. Assist the Secretaries of the Military Departments in providing 30 days notice as stated in subparagraph 5.10.5. by validating and forwarding requirements to the Joint Staff early enough to provide the time the Secretaries need to consistently meet this goal.


5.11.3. Maintain visibility and personnel accountability regarding the capabilities being provided by those RC members involuntarily activated.

5.11.4. Employ RC forces in a manner that maximizes their core capabilities for the duration of their deployment.

5.11.5. Ensure that RC units and individuals are returned to home station in sufficient time to execute accrued leaves and accomplish release from active duty processing

6. EFFECTIVE DATE

This Directive is effective immediately.



Paul Wolfowitz
Deputy Secretary of Defense

Enclosures - 2

E1. References, continued

E2. Definitions

E1. ENCLOSURE 1

REFERENCES, continued

- (e) [DoD Directive 5125.1](#), "Assistant Secretary of Defense for Reserve Affairs," March 2, 1994
- (f) [DoD Directive 5111.1](#), "Under Secretary of Defense for Policy (USD(P))," December 8, 1999
- (g) [DoD Directive 5111.10](#), "Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict (ASD(SO/LIC))," March 22, 1995
- (h) [DoD Directive 5137.1](#), "Assistant Secretary of Defense for Command, Control, Communications, and Intelligence (ASD(C3I))," February 12, 1992

E2. ENCLOSURE 2

DEFINITIONS

E2.1. TERMS

E2.1.1. Activation. Order to active duty (other than for training) in the Federal service.

E2.1.2. Active Component. All military forces currently on active duty.

E2.1.3. Active Duty. Full-time duty in the active military service of the United States. This includes members of the RC serving on full-time training duty, but does not include full-time National Guard duty. Also called AD.

E2.1.4. Contingency Operation. A military operation that is designated by the Secretary of Defense as an operation in which members of the Armed Forces are or may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing military force; or results in the call or order to, or retention on, active duty of members of the Uniformed Services under Chapter 15 or Sections 688, 12301(a), 12302, 12304, 12305, or 12406 of title 10, United States Code or any other provision of law invoked during a war or during a national emergency declared by the President or the Congress.

E2.1.5. Core Capabilities. Required level of expertise that is fundamental to a particular function. For example, in accordance with the U.S. Army Military Police School, Army Military Police units perform 5 basic functions: area security; maneuver and mobility support; police intelligence operations; internment and resettlement; and law and order. Assuming the individuals are qualified and the unit's qualification has been validated, these represent a Military Police unit's core capabilities.

E2.1.6. Demobilization. The process by which the Armed Forces or part of them are brought from a state of readiness for war or other national emergency to a state of continued preparation and training.

E2.1.7. Individual Mobilization Augmentee. An individual Reservist who receives training and is pre-assigned to an Active component organization, a Selective Service System, or a Federal Emergency Management Agency billet that must be filled on, or shortly after, mobilization. Individual mobilization augmentees train on a part-time basis with these organizations to prepare for mobilization. Inactive duty training for individual mobilization augmentees is decided by DoD Component policy and can vary from 0 to 48 drills a year.

E2.1.8. Inactive National Guard. Army National Guard personnel in an inactive status not in the Selected Reserve who are attached to a specific National Guard unit, but do not participate in training activities. Upon mobilization, they shall mobilize with their units. In order for these personnel to remain members of the Inactive National Guard, they must muster once a year with their assigned unit. Like the IRR, all members of the Inactive National Guard have legal, contractual obligations. Members of the Inactive National Guard may not train for retirement credit or pay and are not eligible for promotion.

E2.1.9. Individual Ready Reserve (IRR). A manpower pool consisting of individuals who have had some training, have served previously in the Active component or in the Selected Reserve, and either have some period of their military service obligation remaining or have volunteered for membership in the IRR with no obligation. Members may voluntarily participate in training for retirement points and promotion with or without pay.

E2.1.10. Mobilization. The act of assembling and organizing national resources to support national objectives in time of war or other emergencies; the process by which the Armed Forces or part of them are brought to a state of readiness for war or other national emergency. This includes activating all or part of the RC and assembling and organizing personnel, supplies, and materiel. Mobilization of the Armed Forces includes, but is not limited to the following categories:

E2.1.10.1. Selective Mobilization. Expansion of the active Armed Forces resulting from action by the Congress and/or the President to mobilize RC units, the IRR, and the resources needed to meet the requirements of a military operational mission or specific domestic emergency as prescribed by statute.

E2.1.10.2. Partial Mobilization. Expansion of the active Armed Forces resulting from action by the Congress (up to full mobilization) or by the President (not more than 1,000,000 for not more than 24 consecutive months) to mobilize Ready RC units, individual Reservists, and the resources needed for their support to meet the

requirements of a war or other national emergency involving an external threat to the national security.

E2.1.10.3. Full Mobilization. Expansion of the active Armed Forces resulting from action by the Congress and the President to mobilize all RC units in the existing approved force structure, all individual Reservists, retired military personnel, and the resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to the national security. Reserve personnel can be placed on active duty for the duration of the emergency plus 6 months.

E2.1.10.4. Total Mobilization. Expansion of the active Armed Forces resulting from action by the Congress and the President to organize and/or generate additional units or personnel beyond the existing force structure, and the resources needed for their support, to meet the total requirements of a war or other national emergency involving an external threat to the national security.

E2.1.11. National Emergency. A condition declared by the President or the Congress by virtue of powers previously vested in them that authorize certain emergency actions to be undertaken in the national interest. Action to be taken may include partial, full, or total mobilization of national resources.

E2.1.12. Operational Readiness. The capability of a unit and/or formation, ship, weapon system, or equipment to perform the missions or functions for which it is organized or designed. May be used in a general sense or to express a level or degree of readiness.

E2.1.13. Reach-Back Support. Support provided the Combatant Commander from resources not based in theatre (e.g., Contracting, Network Management, and Intelligence Support).

E2.1.14. Ready Reserve. The Selected Reserve, IRR, and Inactive National Guard liable for active duty, as prescribed by law.

E2.1.15. Reserve Component (RC). The Reserve component of the Armed Forces of the United States provides trained units and qualified persons available for active duty in the Armed Forces, in time of war or national emergency, and, at such other times as the national security may require, filling the needs of the Armed Forces. They consist of:

E2.1.15.1. Army National Guard of the United States;

E2.1.15.2. The Army Reserve;

E2.1.15.3. The Naval Reserve;

E2.1.15.4. The Marine Corps Reserve;

E2.1.15.5. The Air National Guard of the United States;

E2.1.15.6. The Air Force Reserve; and

E2.1.15.7. The Coast Guard Reserve (when not operating as a component of the Department of Homeland Security).

E2.1.16. Selected Reserve. Those units and individuals within the Ready Reserve designated by their respective Services and approved by the Chairman of the Joint Chiefs of Staff as so essential to initial wartime missions that they have priority over all other Reserves. All Selected Reservists are in an active status. The Selected Reserve also includes persons performing initial active duty for training. The Selected Reserve includes:

E2.1.17. Unit. Any identified and managed group or detachment of one or more individuals organized to perform a particular function whether or not such a group is part of a larger group.

E2.1.18. Volunteer. A member of the RC who is ordered to active duty with his or her consent pursuant to Section 12301(d) of reference (b).